



FOR IMMEDIATE RELEASE

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FACT SHEET

SANDERS TO REORGANIZE CRITICAL SERVICE AREAS TO SUPPORT BUSINESS PROCESS RE-ENGINEERING EFFORTS

MAYOR TO IMPLEMENT NEW MODEL FOR INFORMATION TECHNOLOGY, PERSONNEL, RISK MANAGEMENT, LABOR RELATIONS, BUDGET SUPPORT AND CITYWIDE ADMINISTRATION IN ADVANCE OF NEEDS

San Diego Mayor Jerry Sanders has announced plans to reorganize a broad collection of core services as a first step in his comprehensive Business Process Re-engineering (BPR) effort at the City. The Mayor's plans come as the result of findings showing a lack of consistent standards and service levels for the City's current Personnel, Risk Management, Labor Relations and Information Technology, citywide administration and department level budget management systems. The Mayor announced that an analysis of these areas also showed inadequate internal controls, inefficient practices and procedures and a pervasive problem with redundant and outdated materials across City operations.

The Mayor said that, given the citywide impact of these systems, fixing their problems amounts to a precondition for all subsequent BPR efforts. The Mayor intends to implement sweeping reforms and a new business model for each of the systems announced today. The Mayor said that he will be working with the City Council, staff leaders and labor organizations to make changes that will support the anticipated needs of other departments and City operations coming from the larger Re-engineering effort.

CENTRALIZED/DECENTRALIZED SERVICE MODEL MESHES WITH RE-ENGINEERING EFFORT

- Mayor Sanders announced that the City will move to a business style known as a "centralized/decentralized" service model for the City's Human Resources (HR), Information Technology (IT) and department budget functions.

- Under the Mayor's plan, HR, IT and budget specialists will now be strategically assigned to specific departments throughout the City.
- This new network of field specialists will be built through the reassignment of existing staff now isolated in downtown offices.
- Integrating service professionals into ground level operations teams is an emerging "best practice" employed by the private sector and is being adopted by the Mayor for most City operations.
- The Mayor also announced that he intends to create a new reporting structure that will assign a single Human Resources Director to assist in the oversight and management of the Personnel, Risk Management and Labor Relations activities.
- The Human Resources Director will also oversee the creation of the Performance and Development Department dedicated to formal human resources training.
- The new HR team, and the reorganized IT Department, will be tasked with creating the "centralized" management systems leading to standardized policies, procedures and practices in their service areas.
- The Mayor intends to mesh the new systems with the Citywide Administration Department to be tasked with managing record keeping and correspondence on developing City issues.
- The Citywide Administration Department will also be tasked with updating the City's administrative regulations, correspondence manual, employee conflict of interest statements and the records retention policies and procedures.
- As discovered when the Mayor initially directed staff to review all of these functions, individual departments and operational areas of the city have created unique, stand-alone and often incompatible systems to deal with their own administrative, human resources and information technology needs.
- Those inefficient systems will be eliminated as the HR team and the Citywide Administration and IT Departments distribute uniform standards through the network of specialists being deployed throughout the City.
- Both the HR team and IT Department will be charged with creating standard systems for all City operations.
- HR specialists will be linked in a network supported by training, record keeping and communication functions managed by the new HR Director.
- Among the immediate impacts coming from the Mayor's HR plan will be the standardization of recruiting and background check processes for City staff

- That change will shorten the time between job recruitment and job placement for all new City employees cutting down on paperwork and lost work time within the entire City system.
- IT specialists will also be linked through a network giving them access to system information while allowing them to be more immediately responsive to computer, communication and other technology needs in City departments.
- The IT specialists will also be given a new “application portfolio” to standardize common applications, eliminate redundancy and to improve their ability to support these applications in the field. The portfolio will help reduce costs over time by bringing the City’s varied communication systems into uniformity.
- The Citywide Administration Department will be given the responsibility to update and implement procedures consistent with the standards set by HR and IT

TECHNOLOGICAL CHANGES PLANNED FOR ALL HUMAN RESOURCES ACTIVITIES

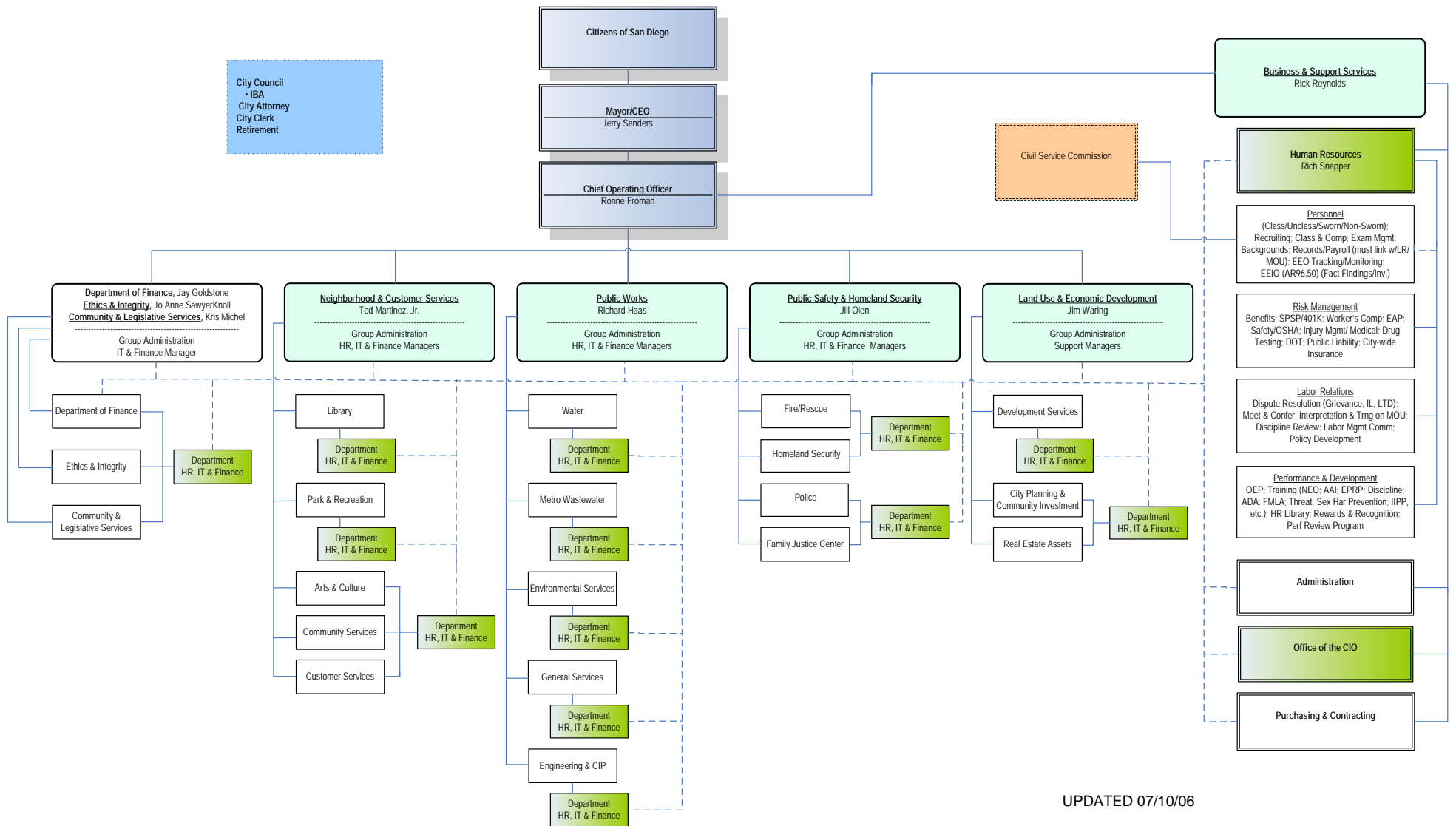
- Making good on a promise made during his campaign for office, the Mayor has also directed leaders of the new HR team to develop and deploy an electronic information management system.
- The new system will be designed to provide a comprehensive data base that will track information from the time of application for employment to retirement for each City employee.
- The new system will be designed to replace cumbersome and inconsistent record management efforts now based on paper documents scattered among different departments.

UNIFORM STANDARDS, TRAINING AND CONTROLS WILL CUT WASTED EFFORTS

- The Mayor’s plan for Human Resources will include the implementation of a comprehensive training academy for all HR specialists regardless of their assignments.
- The academy will enable formal training in the uniform City-wide policies and procedures needed to support the Mayor’s broader reorganization effort.
- Because the Business Process Re-engineering efforts for other departments and activities are expected to affect both personnel and work practices, the Mayor has also directed the new Human Resources team to immediately begin the development of consistent standards for discipline, performance evaluation and all other personnel practices.
- The Mayor has given the IT Department a similar direction with the goal of leveraging technology in all City Departments to create economies of scale and uniformity that will save the City time and money.

- The network of department budget specialists will be assigned to assist with the implementation of any new budget development or budget management tasks arising from the larger BPR effort.
- Budget specialists will also be charged with assisting the City's Financial Management Department to maintain current budget information regarding for their assigned departments.
- Staff from the Citywide Administration Department will be making recommendations regarding updating or deleting regulations and procedures affecting all City operations.

Attachments: 1. Specialist Distribution Organization Chart



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